

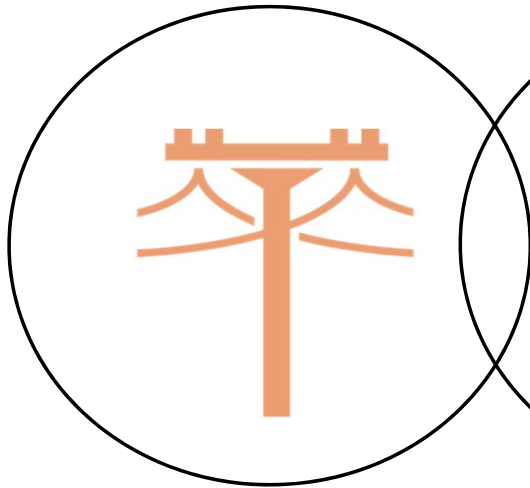
## Technical Deep Dive: Competitive Cities



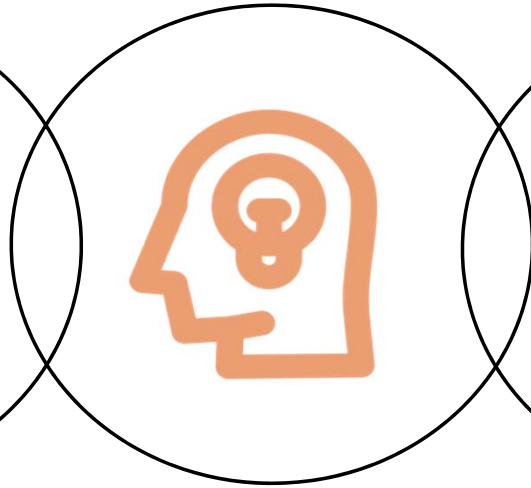
### Mayors Toolkit Part 2: Policy tools

### 3. Linking diagnostic work to city policy examples

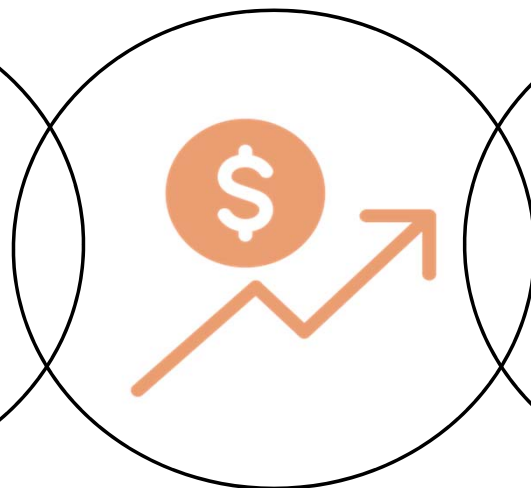
Land and  
infrastructure



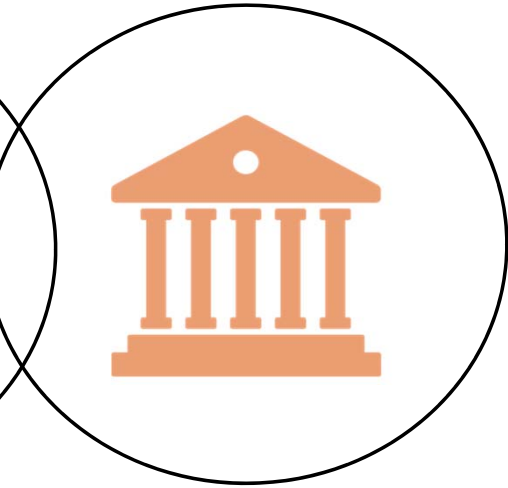
Skills and  
innovation

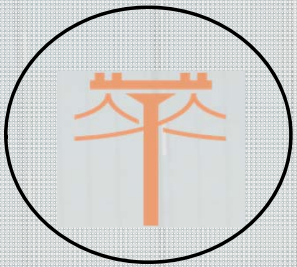


Enterprise  
support and  
finance



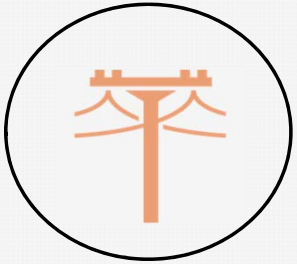
Institutions and  
regulations





Nairobi – no one wants to be caught in these kind of traffic jams





# Digital Matatus: Collaborative Mapping for Public Transit Everywhere

## The Challenge:

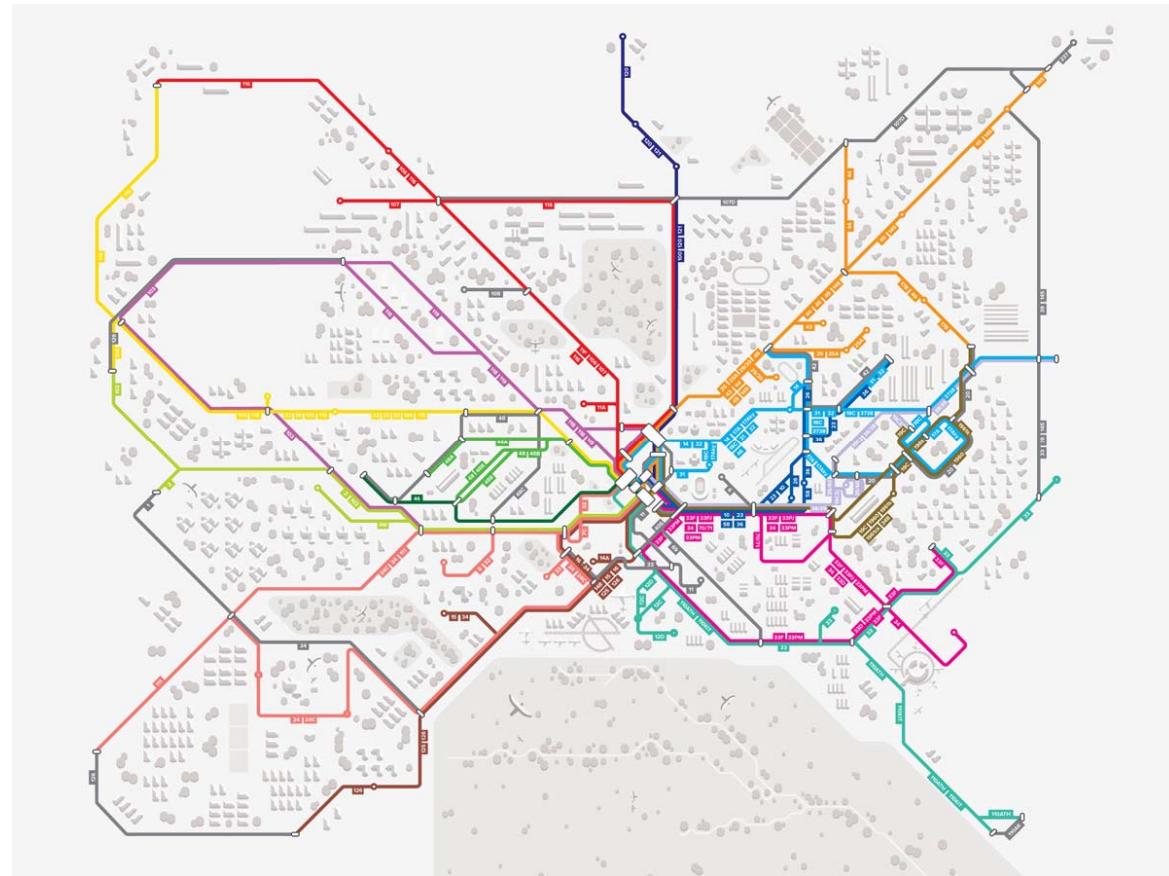
- 70% of Nairobi's residents rely on 20,000 privately owned mini-buses (matatus) as their main mode of transportation.
- 80% of all trips in Nairobi include a Matatu or bus combined with walking.

## Solution:

- The Digital Matatus project, mapped matatu routes, using commuter smart phones to plot the routes.

## Why do we care?

- This was the first time an informal transit system had been mapped (and is now searchable on google maps).
- Relatively inexpensive project which has had immediate and lasting affects.
- Can be integrated into better transport and land use planning
- Increase access to formal employment opportunities!





# Pittsburgh – Pivoting away from non-competitive sectors





# Pittsburgh – Investing in its Universities to attract innovation and skills to the city

## Challenge:

- The city's steel industry (it's primary job creator and heart of the economy) crashed.

## Solution:

- The Mayor, worked closely with two local universities to attract world-leading academics and researchers.
- Collaborative research and equity funds – focus on value not job creation.
- Combine with more traditional efforts.

## Why do we care?

- Today Pittsburgh's academic institutions receive almost USD 1.5 billion a year in private and public R&D funding
- The city has become a global centre for medical robotics
- Continuously review status





# Arusha city – large informal economy slowing urban planning





# Arusha city – large informal economy

## Challenge:

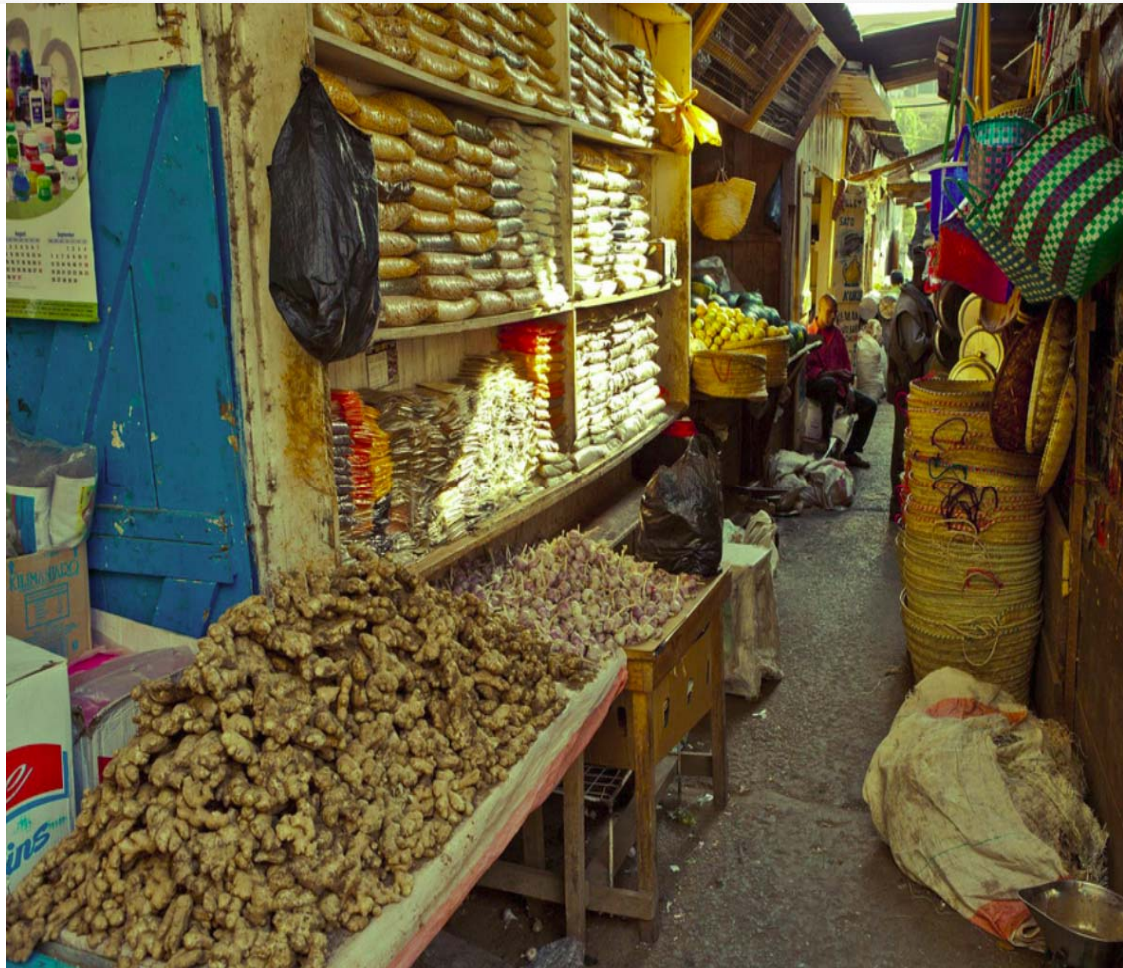
- Arusha city has a large and growing informal economy
- Historically, the Arusha City Council was hostile to the informal businesses, constantly evicting them from their premises

## Solution:

- City council shifted from regulator to enabler.
- Began assisting traders to find alternative business premises and allows sufficient time to relocate.
- City even provides loans to youth and women groups.

## Why do we care?

- Example showing that local governments need not necessarily disrupt livelihoods in the informal economy when they enforce urban planning or environmental regulations
- Largest share of the country's economy after agriculture
- Solution not a problem – support all enterprise!







# Manchester – City growing across administrative borders





# Manchester United – Coordinating economic development across 70 LGs

## Challenge:

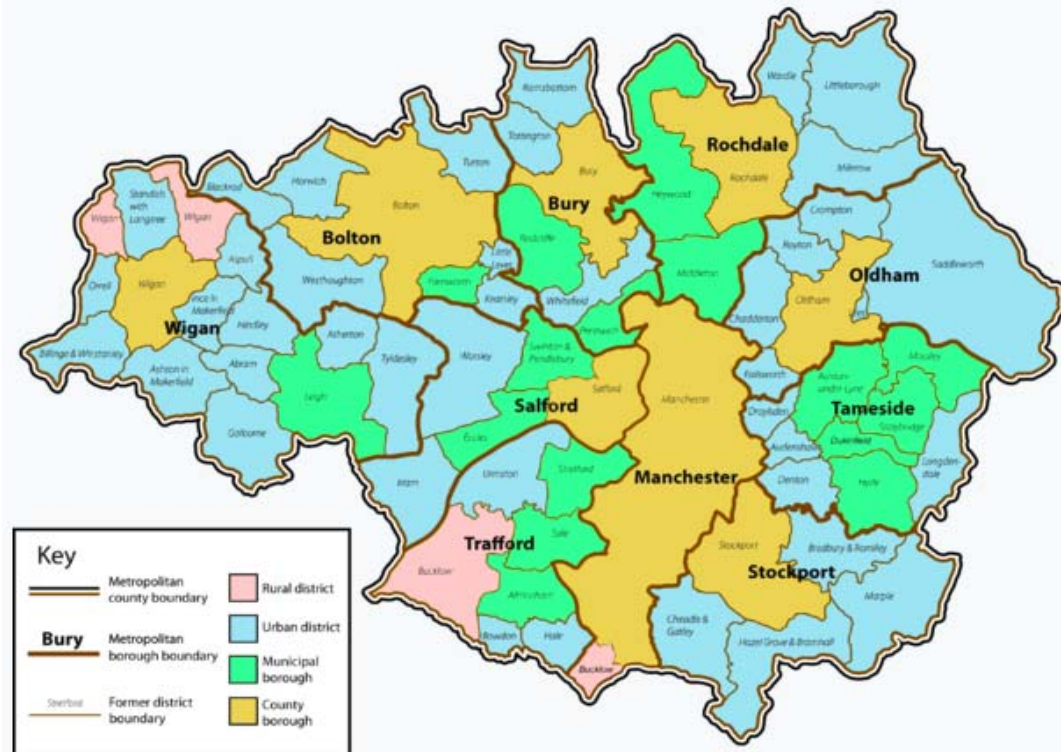
- Manchester's urban growth was expanding across administrative boundaries.
- The Greater Manchester area included 10 separate councils and 70 local governments. Each working separately on development strategies.

## Solution:

- In 2011, Greater Manchester City created the first combined authority in the UK.
- This collaborative approach allowed local governments to pool resources and sparked a number of cross-district planning and joint-initiatives (including the Manchester Airport and the Manchester Growth Company).

## Why do we care?

- Shape your own destiny – not everything is top down
- While Greater Manchester City became a authority in 2011, the process began years before with the City of Manchester opening its city strategy process to surrounding local authorities



Greater Manchester is an amalgamation of 70 former local government districts, including eight county boroughs and 16 municipal boroughs.<sup>[5]</sup>



Beware the strategies of waste





# Spain's high speed ghost train: Toledo – Alacete – Cuenca

- High-speed rail line built linking Toledo, Albacete and Cuenca
- Project's official aim was to enhance the economic dynamism in each of the provincial capitals.

## But...

- Cities had a combined **population of only 310,00**
- The rail investment reduced time between Toledo and Albacete by only **23 minutes** (2 hours 28 minutes to 2 hours 5 minutes)
- Service was used by an average of **nine people per day!**
- And cost **€18,000 a day** to operate.
- **Closed after 7 months** of operating

## How did they get is so wrong?

- Project did not target a specific local problem
- Was not informed by any analysis or diagnostic work
- Real reason for investment was short-term electoral gains.



# Final Thoughts

- Mayors and local officials have solutions to tough problems that don't always depend on national policies or directives
- Not all solutions require big investments
- Start with addressing the problem, not proposing a solution
- Good analytics and diagnostics don't have to be expensive or complicated to help identify the problem and lead to a policy solution

**THANK YOU**